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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
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IN REPLY REFER TO

AGAM-P (M) (16 Oct 68) FOR OT RD 683051

21 October 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 125th Transportation Command (Terminal A), Period Ending 31 July 1968

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure that the Army realizes current benefits from lessons learned during recent operations.
3. To insure that the information provided through the Lessons Learned Program is readily available on a continuous basis, a cumulative Lessons Learned Index containing alphabetical listings of items appearing in the reports is compiled and distributed periodically. Recipients of the attached report are encouraged to recommend items from it for inclusion in the Index by completing and returning the self-addressed form provided at the end of this report.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 125th TRANSPORTATION COMMAND (TERMINAL A)
APO San Francisco 96307

AVCA SGN TC AA DO

12 August 1968

SUBJECT: Operational Report - Lessons Learned of the 125th Transportation Command (Terminal A) for period Ending 31 July 1968
RCS CSFOR-65

THRU: Commanding Officer
4th Transportation Command
ATTN: AVCA SGN TC GCPT
APO 96307

Commanding General
US Army Support Command, Saigon
ATTN: AVCA SGN GO
APO 96491

Commanding General
1st Logistical Command
ATTN: AVCA GO O
APO 96384

Deputy Commanding General
United States Army, Vietnam
ATTN: AVHGC DST
APO 96375

Commander In Chief
United States Army, Pacific
ATTN: GIOP OT
APO 96558

TO: Assistant Chief of Staff for Force Development (ACSFOR)
Department of the Army
Washington, D.C. 20310

FOR OT RD
683051

12 August 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1968
(RCS CSFOR 65)

Section I - Significant Organizational Activities

1. Attached as Inclosure 1 is the current organizational chart for the 125th Transportation Command (Terminal A).

2. During the period covered by this report, the 125th Transportation Command (Terminal A) continued to perform in its advisory mission to the Director of Ports, Vietnam and the Director, Saigon Port Authority and in the discharge of military cargo, to include the acceptance and backload of retrograde cargo within the U.S. Army Terminal Saigon.

3. Thirteen mandatory training sessions were conducted during the reporting period. Personnel were engaged in activities concerning the performance of assigned command mission a total of ninety-two days.

4. Specific areas of interest during the last quarter:

a. Vessel and barge movements: Military and commercial vessel barge movements have improved considerably over the last quarter, although in some cases slight movement restrictions are still being encountered. (1) Barge movements on the Kinh Doi Canal (Cholon) are still restricted to daylight movements due to the military situation in the Saigon/Cholon area. (2) Because of the Viet Cong rocket attacks on Saigon there was a brief period when certain shipping concerns were hesitant in allowing their vessels to transit the Saigon River. This problem no longer exists and vessels have resumed normal movements from Cape St. Jacques to Saigon. (3) An average turn around time of six days or less for ships entering the Saigon Port has been maintained. The average for July for all types was 4.8 days. No commercial ships have waited at the Cape for lack of berthing space.

b. During the period 4 June 1968 to 22 June 1968, Saigon Army Terminal received four separate rocket attacks on 4, 6, 8 and 22 June. Total casualties were 1 VN killed, 19 VN wounded. There were no US casualties. Three vessels received hits, all minor; two 2 1/2 ton and one 3/4 ton trucks belonging to the Saigon Port Authority were totally destroyed; 2 military food containers were damaged and one commercial warehouse received minor damage. There was no major disruption of work during any of the attacks.

c. On 2 July 1968 a fire occurred in hatch three of the SS Golden State which was brought under control by local fire fighters and ship's crew on 3 July 1968. There was some damage to military and commercial cargo in hatches 2 and 3. There was no serious damage to the vessel.

d. Shifts of key personnel within the Saigon Port Authority: On 2 June 1968, Colonel Pho Quoc Chu, Director of the Saigon Port Authority (SPA), was killed when a malfunctioning rocket struck the command

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post from which he and other senior officials were monitoring military operations in the Cholon district of Saigon. In the personnel changes that followed, Mr. Chung Duc Hai, Director of Ports, Vietnam, appointed Major Tran Thien Phuong, Chief of the SPA Operations Division, as the new Director of SPA. The position vacated by Major Phuong was filled by his assistant, Captain Vu Lu Trinh. Major Phuong and Captain Trinh appear to be completely capable of performing their new duties and have improved conditions in the Saigon Commercial Port. Major Phuong has proposed a reorganization of SPA which would mean a reduction in the number of personnel presently employed. If approved by the Director General of Ports, this plan would effect a substantial reduction in the monthly payroll and would greatly assist the SPA in becoming self sufficient. Also, in coordination with this command, a re-evaluation of materials handling equipment has been initiated with an objective of reaching the optimum pieces of equipment on hand as related to income from lease of this equipment. Changes implemented by Captain Trinh have included the establishment of a Command Operations Center (COC) in the office of the Chief of the Operations Divisions. Ship's Agents are required to post results of daily activities to status boards in the COC. The result has been a higher level of control and efficiency in operation of the Saigon Commercial Port.

e. Change in Organizational Structure: The TO&E under which this command is organized is, in many cases, incompatible with the requirements of the present operation. For this reason, the Command has implemented the organizational structure as proposed in MTOE 55-131E, 8 May 1968. Under this MTOE, the S-1, S-3 and S-4 sections were replaced by a Director of Administration, Director of Operations, and Director of Supply and Services. A security Office and Commercial Port Management Advisory Office were also established under this reorganization. It is felt that this structural change will allow for the maximum utilization of existing manpower, and will define more effectively the areas of responsibility within the scope of the present operation. Other functions such as S-2, SJA and Fiscal will be performed by next higher headquarters.

f. Organizational Day Activities: On 26 May 1968, Organizational Day was observed by members of this command. The activities of the day included sporting events in which local national employees, members of the command and representatives of Saigon Port Authority participated. The day was highlighted by an awards ceremony at which promotions were announced for several local national employees and Certificates of Achievement were presented to a number of others. A barbecue for all personnel, including employees, was held later in the day. The Organizational Day program proved to be very successful in improving the relationship and cooperation between SPA, local national employees and members of the command.

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g. Establishment of a Command Open Mess Facility: On 26 May 1968, Organizational Day for the Command, the 125th Transportation Command Club, TU DO WEST, was opened, following an extensive remodeling program. The renovation of this facility, located on the fourth floor of the Truc Giang Hotel, has produced an attractive club which features indirect lighting, an acoustical tile ceiling, a stage and bar facilities. The kitchen area is well equipped to include ceramic tile walls and a potable water system. The Command was granted approval for an NCO/ET Open Mess on 10 July 1968, which greatly expanded the operation activities of the club. A snack bar in the Port area also is operated by the Mess. The facilities have contributed immeasurably to the morale, health and welfare of members of this command.

5. Command:

During this report period, two major personnel changes occurred: The Deputy Commanding Officer was reassigned upon completion of his tour and a new Deputy Commanding Officer was assigned. A Chief, Commercial Port Management Advisory Office was named to this reorganized function

COMMANDING OFFICER:	COL Lloyd A. Osborne
DEPUTY COMMANDING OFFICER:	LTC Lawrence W. Hottley
DIRECTOR OF ADMINISTRATION:	MAJ Robert R. Bauman
DIRECTOR OF OPERATIONS:	LTC Jerome C. Duffy
DIRECTOR OF SUPPLY & SERVICES:	MAJ Danny J. Risley
CHIEF, COMMERCIAL PORT MANAGEMENT ADVISORY OFFICE:	LTC Donald D. Screen

This command is organized under TO&E 55-131E, augmented.

SECTION II - Commander's Observations and Recommendations

1. Personnel.

ITEM: Improving Command-Employee Relations.

OBSERVATION: In working with a large number of local national employees, the need for a group representing both the employees and management became evident. In recognition of this need, the 125th Transportation Command Employee Management Council was established. The purpose of the council is to work in such mutual areas of interest as working conditions, employee services and facilities, and personnel management policies. The council consists of three US Army Officers appointed by the Commander and five elected employees representing office clerks, warehouse checkers, mechanics, forklift operators and ship's checkers.

7. IVCA SGN TC XA DO

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EVALUATION: The council has given rise to numerous ideas and suggested changes for mutual benefit. It has provided a valuable channel of communication between the local national work force and the Commander for clarifying policies and settling grievances.

RECOMMENDATION: That the Employee Management Council continue in its activities and that other Commands consider this method as an effective way of improving employee management relations.

2. Operations.

ITEM: Banding of Cargo Loaded Aboard Commercial Contract Trucks.

OBSERVATION: Although contract trucks are supposed to be equipped with chain binders, many are not. Additionally, some cargoes are not compatible with chain binders making use of steel strapping necessary. In the past, coils of strapping were precut to allow passage over cargo of CONEX container size and under the truck bed. This resulted in eight feet or more of the strapping being wasted as compared to clamping the strapping on each side making use of the stake wells in the truck bed. Now, strapping is precut to the shorter length. For the relatively few consignee-furnished trucks without stake wells, strapping is cut as needed for the specific load.

EVALUATION: Cost analysis, conducted by higher headquarters, estimated that savings to the U.S. Military within Saigon Port resulting from implementation of the new banding system would be approximately \$10,000.00 annually.

RECOMMENDATION: That the revised system for banding cargo loaded on commercial contract trucks be continued and placed into effect at other ports.

ITEM: Clearance of Small Shipments (LTL)

OBSERVATION: In obtaining maximum utilization of commercial trucks, there were many instances where less than truckload lots of cargo were remaining on the piers for an excessive period of time. In order to move all cargo from the piers as expeditiously as possible, a less than truckload operation was put into effect. This operation involved requesting a military truck and loading it with several small shipments going to different consignees, each under separate documentation. In each case military personnel are selected to ride with the truck to act as cargo expeditors and to assure correct documentation and delivery.

EVALUATION: This small lot delivery program, initiated by this command, is insuring that all small lots of cargo consigned to US Army

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12 August 1968

Terminal Saigon are given the same expeditious consideration on delivery received by large lots.

RECOMMENDATION: That this small lot delivery program be continued and expanded as personnel permit.

ITEM: Commercial Importation of Personal Goods.

OBSERVATION: During this quarter, U.S. Military personnel have continued to import personal cargo into Vietnam utilizing commercial shippers. Previously, R & R Centers had been requested to alert servicemen to the customs and handling problems that can arise with goods shipped commercially into Vietnam. This measure, however, did not stop the flow. As a result, AFVN Radio now broadcasts a daily notice to all military personnel warning of difficulties and costs involved with commercial shipments.

EVALUATION: Due to the much wider coverage provided by the radio announcements, there has been a significant decrease in the number of personal imports through commercial channels at Saigon Port.

RECOMMENDATION: That AFVN radio be requested to continue indefinitely these broadcasts.

6. Training. None

7. Intelligence. None

8. Logistics.

ITEM: Control of Log Book Clerks and Log Book Entries.

OBSERVATION: Two courtesy CMEI's of the Equipment Service Branch showed that a system was needed to coordinate vehicle log book entries, requisition of repair parts and the actual maintenance performed on the vehicle. A system has been established which entails the following:

All blank DA Forms 2404, Equipment Inspection and Maintenance Worksheets, are distributed through the log book clerk. The log book clerk assigns a number to the document. The vehicle is inspected and all faults and deficiencies are listed on the 2404's. After all parts are ordered and corrections are made to the vehicle, the 2404 is returned to the log book clerk. At this time all pertinent data is entered on DD Form 314 and log book forms.

EVALUATION: Using one working document, DA Form 2404, paper work and communication problems have been cut to a minimum. Chances are lessened for erroneous entries in the log book, and better coordination between the maintenance section and the supply section has been achieved.

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AVCA SGN TC KA DO

12 August 1968

SUEJECT: Operational Report for Quarterly Period Ending 31 July 1968
(RCS CSFOR 65)

RECOMMENDATION: That this system of coordinating maintenance information be continued.

ITEM: Distinctive Marking of Safety Helmets.

OBSERVATION: In the past, identification of personnel responsible for specific duties involving vessel discharge and pier clearance has been difficult. Accordingly, safety helmets have been marked with different colors of pressure sensitive cellophane tape to denote the different job positions, i.e. officers with blue tape, supercargoes with red tape. Cargo checker's helmets are marked by stenciling "cc" on each helmet.

EVALUATION: The distinctive markings make it possible to determine at a glance which personnel are responsible for specific duties. In addition, Vietnamese National cargo checkers can be readily identified apart from other contract stevedore personnel.

RECOMMENDATION: That the use of distinctive marking of safety helmets be continued.

ITEM: Use of DA Forms 2407 for Maintaining Control of Tires Repaired.

OBSERVATION: This command operates a centralized tire repair facility, supporting several organizations involving approximately 110 wheeled vehicles and 60 items of Materials Handling Equipment. The facility is operated by Vietnamese Local Nationals. In the past, tire accountability has been less than desirable since drivers would often pick up tires that were in better condition than the ones left for repair. In addition, no accurate means of monitoring the time required for repairs was available. Through the use of DA Forms 2407 (Maintenance Request), improved control of repair services has been provided. Each driver is given a serially numbered receipt copy of the DA Form 2407, with the serial number of the tire recorded on it. He is now assured of receiving the same tire that he turned in. A full time military supervisor is no longer required for the facility, since tires are checked more closely for serviceability by a military supervisor at the time of turn in.

EVALUATION: This system provides improved tire accountability, since each driver must now present his receipt copy to the maintenance sergeant prior to picking up a tire. Improved service is available because the time and date the tire is turned in is recorded on the DA Form 2407 and can be monitored by the maintenance sergeant. An accurate account of tires repaired is now provided, and less confusion has resulted.

AVCA SGM TC XA DO

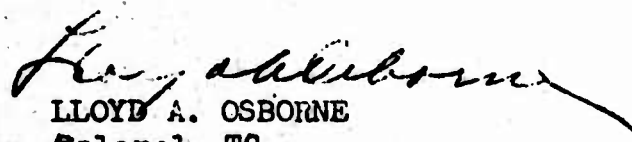
12 August 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1968
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RECOMMENDATION: That the maintenance section continue to use this system for accounting for tires repaired.

f. Organization. None

g. Others. None


LLOYD A. OSBORNE
Colonel, TC
Commanding

~~1 Incl~~ Withdrawn, HQ, DA
~~ee~~

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AVCA SGN TC GCPT (12 August 1968) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1968

TO: Commanding General, US Army Support Command, Saigon, ATTN: AVCA SGN GO,
APO 96491

The Operational Report - Lessons Learned from the 125th Transportation Command (Tml A) has been reviewed by this headquarters and is considered complete and appropriate. Six copies are furnished in accordance with paragraph 6 of LC Reg 1-19.

FOR THE COMMANDER:

TEL: Tiger 4311/4312

Daniel E. Garver
DANIEL E. GARVER
1LT, TC
Acting asst AG

2d

AVCA SGN GO S (12 Aug 68) ~~1st~~ Ind
SUBJECT: Operational Report - Lessons Learned of the 125th Transportation
Command (Terminal A) for period Ending 31 July 1968 (RCS CSFOR-65)

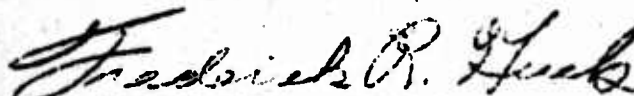
HQ, US Army Support Command, Saigon, APO US Forces 96491 23 August 1968

TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO O
APO 96384

1. The Operational Report - Lessons Learned for the Quarterly Period Ending 31 July 1968, of the 125th Transportation Command (Terminal A) is forwarded in accordance with the provisions of para 9, AR 1-19.
2. Reference Section I, para 4a: The MTOE under which the 125th Transportation Command is organized is MTOE 55-131EPO1 dated 8 March 1968, implemented by USARPAC General Order #254, dated 24 May 1968.
3. Lessons Learned, observations, and recommendations are concurred in by this command, with the comment above. A copy of this indorsement has been furnished to the originating headquarters.

FOR THE COMMANDER:

TEL: LB 2604



FREDERICK R. HUCK
Colonel, GS
Chief of Staff

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AVCA GO-O (12 Aug 68) 3rd Ind

SUBJECT: Operational Report - Lessons Learned of the 125th Transportation Command (Terminal A) for Period Ending 31 July 1968 (RCS CSFOR-65)

DA, Headquarters, 1st Logistical Command, APO 96384

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST, APO 96375

1. The Operational Report - Lessons Learned submitted by Headquarters, 125th Transportation Command for the quarterly period ending 31 July 1968 is forwarded.

2. Pertinent comments follow:

a. Reference Saigon Support Command Indorsement. Should be 2nd Indorsement. 4th Transportation Command supplied the 1st Indorsement.

b. Reference Section II, paragraph 1. Concur. Labor councils of this type are extremely useful in maintaining good employer-employee relations and precluding labor problems. No action by higher headquarters necessary.

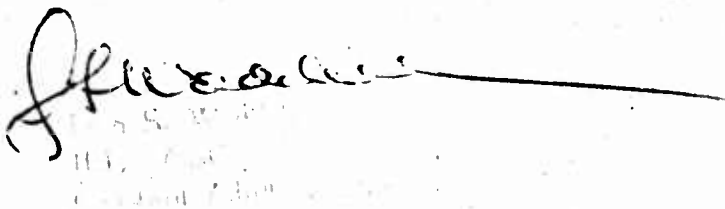
c. Reference Section II, paragraph 2a. Concur. The pre-cutting of strapping to short lengths to provide lashing for typical cargo loads will eliminate waste previously encountered by pre-cutting longer lengths to accommodate any load. Cutting strapping for outsized loads will be done as required. This procedure will be brought to the attention of other port activities within the command.

d. Reference Section II, paragraph 2b. Concur. Clearance of small shipments (LTL) should assure a more responsive transportation system to the needs of activities receiving small lots. However, consolidation of small shipments to obtain truck loads for single consignees is desirable if undue delay is not incurred.

3. Concur with basic report as modified by indorsements. The report is considered adequate.

FOR THE COMMANDER:

TEL: LBN 2684



20 SEP 1968

AVHGC-DST (12 Aug 68) 4th Ind
SUBJECT: Operational Report - Lessons Learned of the 125th Transportation
Command (Terminal A) for Period Ending 31 July 1968 (RCS CSFOR-
65)

MAJ Klingman/ds/IBN 4433

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

This headquarters has reviewed the Operational Report-Lessons Learned for
the quarterly period ending 31 July 1968 from Headquarters, 125th
Transportation Command (Terminal A), and concurs with the report as
modified by the preceding indorsements.

FOR THE COMMANDER:



A.R. GUENTHER
CPT. AGC
ASST. ADJUTANT GENERAL

Cy furn:
HQ 1st Log Cmd
HQ 125th Trans Cmd

15

GPOP-DT (12 Aug 68) 5th Ind

SUBJECT: Operational Report of HQ, 125th Trans Comd (Term A) for Period
Ending 31 July 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 5 OCT 1968

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorse-
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT
CPT, AGC
Asst AG

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CO, 125th Transportation Command (Terminal A)			
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13. ABSTRACT			

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The following items are recommended for inclusion in the Lessons Learned Index:

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